



# Good Governance: Enhancing the Effectiveness of the UNA Foundation Board

Jason McNeal, Ph.D.  
Partner

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# Introduction of Gonser Gerber LLP

- Pioneered the comprehensive advancement approach practiced in American higher education today
- Individually-crafted relationships™
- Advancement Counsel, Search, and Institute for higher education, healthcare, and schools
- Served hundreds of higher education institutions resulting in billions of dollars raised.
- Assisted UNA with at least 2 campaigns

# Our Plan

- Foundation Boards Matter More Than Ever
- Roles and Responsibilities of Effective Foundation Boards
- Making Your Board Experience More Meaningful
- What You Can Expect From The Campaign Readiness Study
- Questions Throughout



# **Why Volunteer Board Leaders Are Important**

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## Reason One

3rd party, authenticator/endorser  
of the institution and its  
programs

# Why Volunteer Board Leaders Are Important

## Reason Two

You have knowledge,  
experiences, perspectives, and  
relationships that UNA leaders  
do not

# Why Volunteer Board Leaders Are Important

## Reason Three

When individuals invest their time and talents, UNA becomes a higher charitable giving priority.

A woman in a black dress is pulling a large blue sheet that separates a lush green field from a cracked, dry landscape. The scene is set against a dark, cloudy sky with a bright light source on the left, creating a dramatic effect. The text "Our Changing Landscape: Roles and Responsibilities of Foundation Boards" is overlaid in white.

# Our Changing Landscape: Roles and Responsibilities of Foundation Boards



# The Duties of 501 (c) 3 Boards

## Traditional Duties:

- Duty of Obedience – Faithful to mission
- Duty of Care – Faithful prudence
- Duty of Loyalty – Faithful allegiance

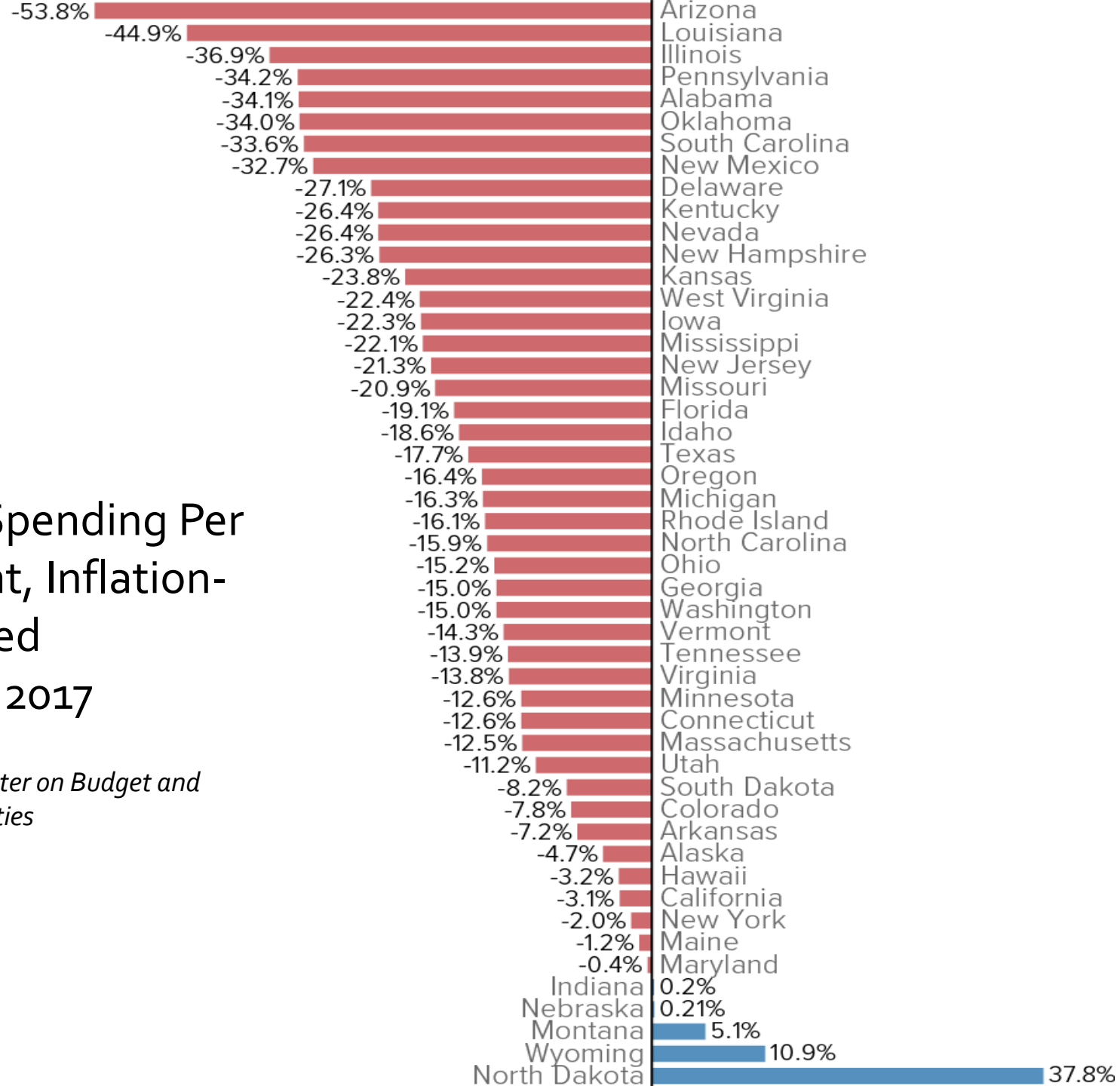
*Adapted from BoardSource, 2005*

# An Additional Duty

- Duty of Advancement – Faithful to mission and vision fulfillment
  - Proactive
  - From Protectors to Advancers
  - Identifying and Affirming How To Serve More, Better
  - Generating Understanding and Appreciation Among Constituencies
  - Building Public Trust
  - Gathering The Needed Resources

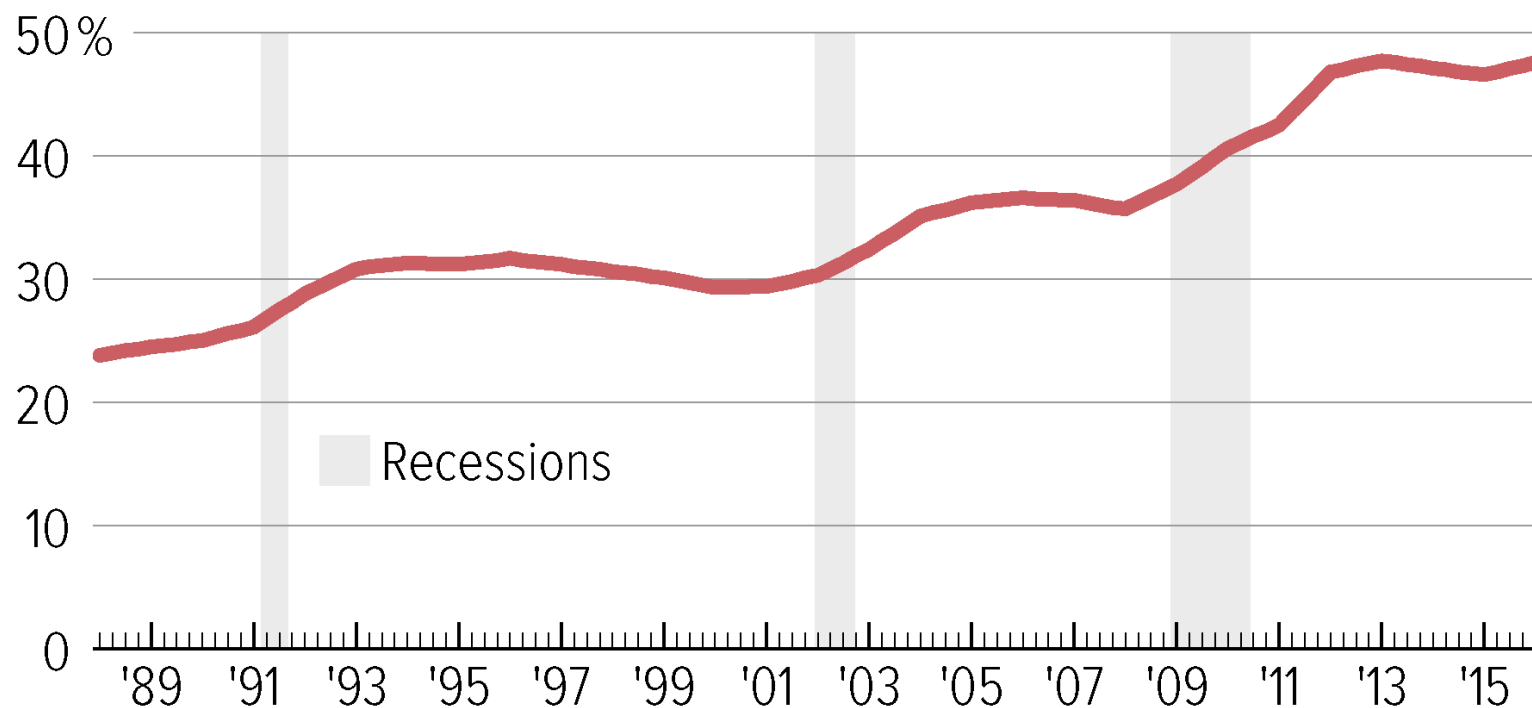
# State Spending Per Student, Inflation-Adjusted 2008 – 2017

Source: Center on Budget and Policy Priorities



# Students Funding Larger Share of Education Funds After Recessions

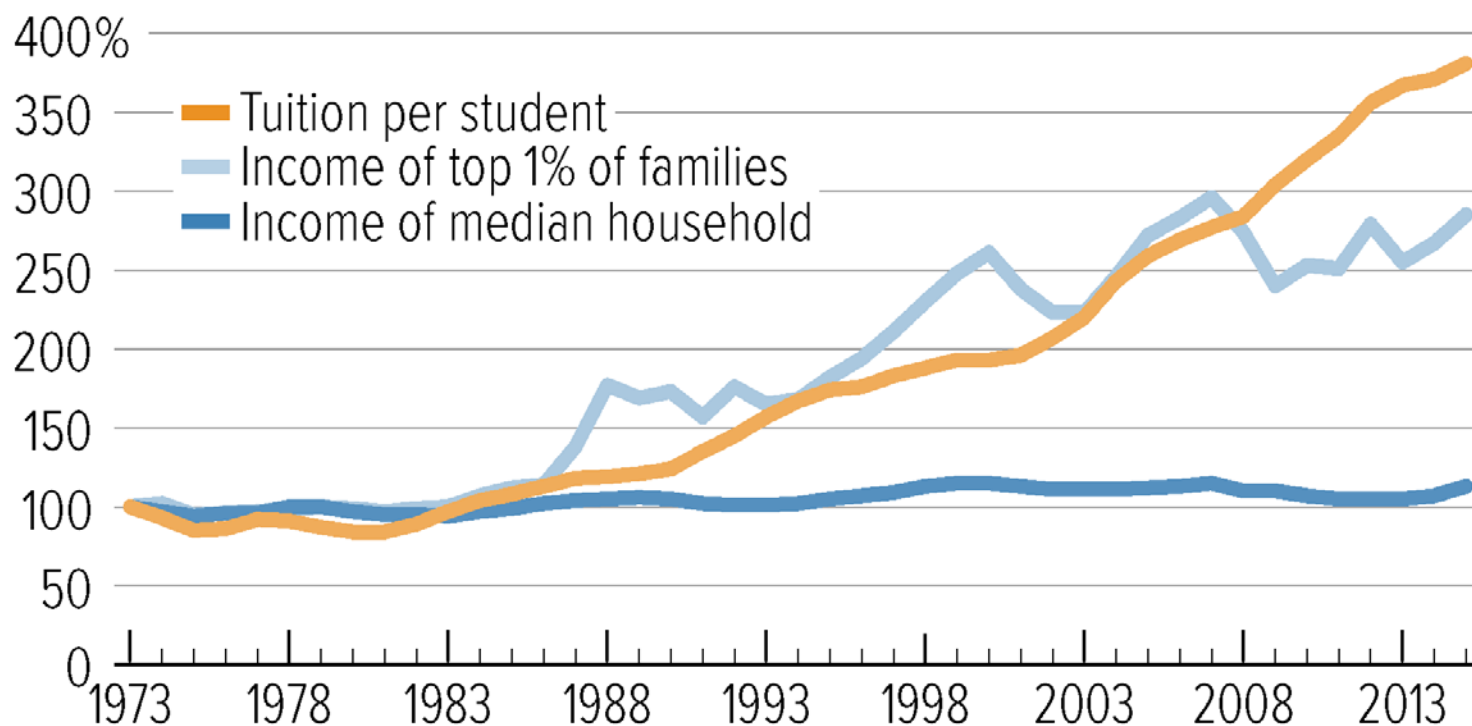
Tuition as a percent of “total educational revenue,” 1988 -2016



Source: State Higher Education Financing FY2016, State Higher Education Executive Officers Association. Total educational revenue is the sum of educational appropriations and net tuition revenue excluding any tuition revenue used for capital and debt service. It measures the amount of revenue available to public institutions to support instruction (excluding medical students).

## Tuition Growth Has Vastly Outpaced Income Gains

Inflation-adjusted average tuition and fees at public four-year institutions and income for select groups (1973 = 100%)



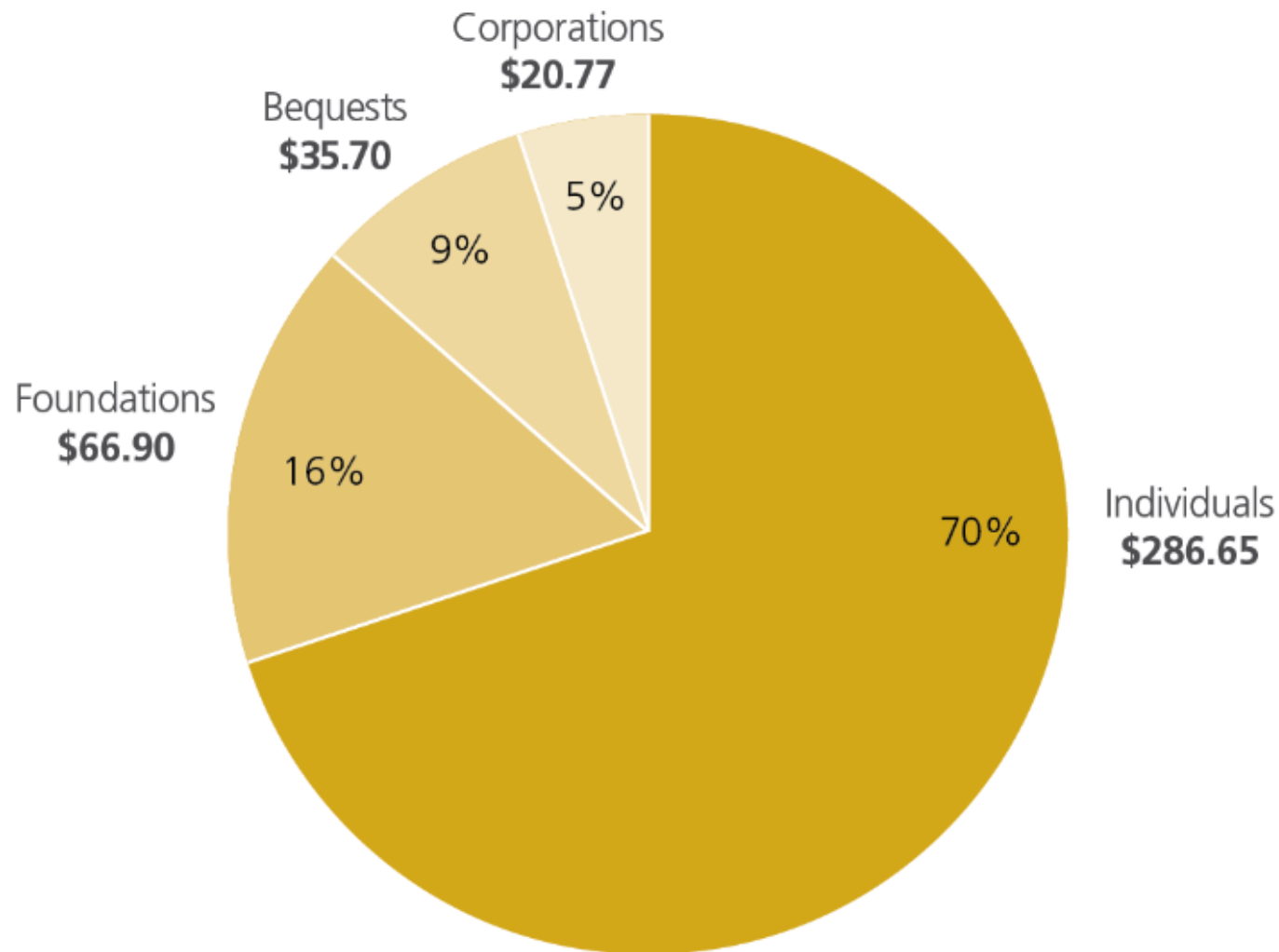
Source: Center on Budget and Policy Priorities based on the College Board and Census Bureau. Tuition per student and income levels, adjusted for inflation, as a percentage of 1973-1974 price levels. Years shown and income data are for the calendar year. Tuition data cover the school year beginning in the calendar year.

**“We have gone from  
state supported  
to state assisted  
to state located.”**

**2017 contributions: \$410.02 billion by source**  
**(in billions of dollars – all figures are rounded)**



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# **Making the Board Experience More Meaningful**



# Making Meetings Work

- More meetings can equal less effectiveness
- Scheduling meetings toward the end of the week is, typically, more convenient
- Shorter meetings may not give you the time you need to address strategic issues
- Discuss the greater and lesser strengths of the institution

# A Sample Board Agenda

- I. Call meeting to order
- II. Introductions and welcome
- III. Approval of minutes of previous meeting
- IV. Status report from organizational representative
- V. Old Business
  - (Board reports, issues for discussion, suggestions, and reactions from members, etc.)
- VI. New Business
  - (Board reports, issues for discussion, suggestions, and reactions from members, etc.)
- VII. Plans for Next Meeting (Date, Time, and Place)
- VIII. Adjournment

# A Better Board Agenda

9:30 – 10:00	Welcome and Moment for Mission
10:00 – 10:30	Consent Agenda and Key Reports
10:30 – 10:45	Since Last We Met
10:45 – 11:30	Plenary Session – Setting The Meeting Theme in Broader Context
11:30 – 12:45	Lunch
12:45 – 1:45	Small Group Discussions
1:45 – 2:45	Plenary – A Look at Our Work In This Area
2:45 – 3:00	BREAK
3:00 – 4:00	Small Group Discussions
4:00 – 4:45	Plenary – Reporting Out From Small Groups

# Making Meetings Work Better

- Creating Board Meeting Agendas
  - Lift up the dual-mission of your institution:  
*service and philanthropy*



# Campaign Readiness Study

## 1. Provides answers to research questions

- As we move into the next campaign, how might our best donors and prospects respond?

## 2. Educates and engages your top prospects

- Interviewees will be more knowledgeable and should feel closer to UNA after participating.

## 3. Offers recommendations to strengthen the organization

- Mission, Vision, Leadership, Preliminary Case, Campaign & Priorities

# Campaign Readiness Study Interview

1. Interviewing top donor prospects
2. Invited by the VP and staff
3. Confidential; 1 hour
4. 20+ question protocol
5. Uses the Preliminary Case Statement for cultivation and testing
6. Not a solicitation of the interviewee

# What The Board Can Expect

- Answers to preparedness and feasibility of campaign as tested;
- Guidance on how best to move forward with decision-making;
- Initial campaign plans and timelines based on the study and our experience;
- Clarity around your roles and responsibilities

# What Higher Education Campaign Work is. . .

“Fundraising is the gentle art of teaching the joy of giving.” – Hank Rosso

“Donors don’t give to institutions. They invest in ideas and people in whom they believe” – G.T. Smith

“In good times and bad, we know that people give because you meet needs, not because you have needs.” – Kay Sprinkle Grace





## A Final Thought

“No institution will be better  
than its Board”

# Thank You

Jason McNeal, Ph.D.

865.850.1164 – mobile

[jmcneal@gonsergerber.com](mailto:jmcneal@gonsergerber.com)

[www.gonsergerber.com](http://www.gonsergerber.com)